



# **REPORT ON ESTABLISHMENT AND DEVELOPMENT OF PUBLIC AWARENESS AND COMMUNICATIONS TEAM**

محافظة القاهرة

**GOVERNORATE OF CAIRO**

## **Prepared for:**

Governorate of Cairo, Egypt  
Egyptian Environmental Policy Program  
United States Agency for International Development

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## **ACRONYMS**

AED	The Academy for Educational Development
CCBA	Cairo Cleansing and Beautification Authority
GOC	Governorate of Cairo
IP3	The Institute For Public-Private Partnerships
NGOs	nongovernmental organizations
PACT	Public Awareness and Communications Team
SWTA	Solid Waste Technical Assistance project
USAID	United States Agency for International Development

## **SECTION 1**

### **INTRODUCTION**

The Governorate of Cairo (GOC) is entering into contracts with private sector companies to provide solid waste management and public cleaning services. The Solid Waste Technical Assistance project (SWTA), a component of the United States Agency for International Development (USAID) funded Egyptian Environmental Policy Program, is assisting the GOC in the successful implementation of its privatization program. This support is provided by a team of specialists under the direction of Abt Associates, Inc.

The Governorate of Cairo recognized the need to launch and sustain communications campaigns and programs to inform the public about the new waste management system. The campaign will also be used to motivate citizens to comply with the new solid waste management procedures.

The communication campaign and programs will be implemented by the Public Awareness and Communications Team (PACT) established by the GOC. The PACT is part of the newly established Contract Monitoring Unit for the Solid Waste and Public Cleaning Project.

An assessment of people's opinions, perceptions and behaviors surrounding waste was conducted using a Rapid Assessment Procedure. This was intended to identify people's attitudes as a pre-requisite to developing the most appropriate communication tools and messages and communication channels for delivering those messages to each target audience. This report describes the work completed in establishing the PACT and developing communications campaigns and programs..

### **PURPOSE**

The purpose of this component was to identify PACT objectives and challenges and develop a focused, cost-effective PACT strategic program to address the objectives and challenges. Additionally the component sought to assist the PACT, the GOC, the Contractors, partners, and stakeholders in the design and implementation of its Public Awareness and Communications Campaign.

### **SCOPE**

The PACT was responsible for defining its respective roles in the overall public awareness and education campaign. The SWTA acted as a facilitator, liaison between parties, and provider of advice and technical assistance regarding communications techniques and strategies.

The GOC Project Administrator and PACT Coordinator were responsible for establishing meeting times and locations, leading and focusing group discussions, and making final decisions regarding objectives and the appropriate strategies and programs to accomplish them. The SWTA assisted the PACT to coordinate efforts with nongovernmental organizations (NGOs), the Regional Federation of Non-Governmental Associations, the Youth and Sports Directorate, Health Directorate, Education Directorate, Social Affairs

Directorate, business associations, and public awareness and environmental education outreach programs to maximize public awareness and desired behavioral change.

## **STRUCTURE**

Technical assistance activities were implemented in the western, eastern and northern zones of the GOC. They were structured as follows:

- Organized and attended meetings with the GOC Project Administrator and PACT Coordinator to identify and prioritize objectives, obstacles to be overcome, and strategies for achieving each agreed upon program objective.
- Supported the PACT in identifying partners and stakeholders in public awareness campaigns.
- Facilitated PACT development of initial programs to achieve program objectives.
- Provided guidelines on how to prepare an annual community-based communications plan. (Appendix A: Model Monthly Action Plan for District and Appendix B: Consolidated Monthly Action Plan for Zone)
- Acted as liaison between the PACT and other USAID-related programs.
- Met individually with the PACT and stakeholders to identify proposed roles and responsibilities within outreach program.
- Established criteria for selection of NGOs, schools, youth clubs, local popular councils, religious leaders, etc. (Appendix E: Criteria for Selection of Partners)
- Assisted PACT in communicating with participating NGOs, schools, youth groups, hospitals, etc., and supported the PACT in bringing other stakeholders on board (e.g., chambers of commerce, local city councils, etc).
- Organized and facilitated joint meetings of PACT and participating partners.
- Assisted PACT in acting as liaison between implementing parties to ensure follow-up and continued commitment to focus efforts and resources in a coordinated manner to catalyze desired public behavior.
- Facilitated meetings between the PACT and participating partners, e.g. contractors, community groups, etc., to periodically review feedback on program effectiveness.
- Met individually with the PACT in each of the three zones and each stakeholder – education directorates, youth directorates, local city councils, etc. -- to identify proposed roles and responsibilities within outreach programs.

## **SECTION 2**

### **MANAGEMENT STRUCTURE OF THE PUBLIC AWARENESS AND COMMUNICATIONS TEAM**

The SWTA assisted with the development of a management structure for the PACT within the Contract Monitoring Unit. Estimates were made of the number of management and monitoring positions that would be required to monitor the privatized solid waste systems in the Northern, Eastern, Western, and Southern Zones of the GOC. Technical assistance was extended to institutionalize the public awareness unit's structure, responsibilities, and functions.

The SWTA worked closely with the GOC staff to design an appropriate organizational structure to manage and monitor public awareness activities. The GOC staff devoted a significant amount of time to working with the SWTA to ensure that the structure, when implemented, would be the most effective management structure for timely and effective implementation of public awareness programs and campaigns.

The number of management and monitoring positions required in all four zones in Cairo was estimated. Job descriptions, qualifications and experience required were drawn for each management and monitoring position. These are found in Management Structure for the GOC Contract Monitoring Unit, published by SWTA on November 25, 2002.

A number of meetings and events were held with the PACT Coordinator and GOC Project Administrator and the members of the PACT. The institutional structure of the PACT was developed and all PACT members were assigned to positions, given job descriptions, and oriented on the structure and function of the PACT.

The SWTA assisted in the establishment of the contract monitoring unit in a variety of functions: The project team assisted the Cairo Cleansing and Beautification Authority (CCBA) in selecting members for the Contract Monitoring Unit in general and for the Public Awareness and Communication Division in particular. Position announcements were placed in the leading newspapers, criteria for selection were established, screening was undertaken, interviews were conducted, short listing occurred, and probationary periods were monitored prior to final assignment and hiring. Efforts were made to hire both internally and externally in compliance with selection criteria.

Three hundred contract monitoring team members were recruited and trained under a separate contract with the Institute of Public Private Partnership (IP3). This included a one-day training event on communications and public awareness. Participants who were later selected for the public awareness team (25 of the 300 candidates) received further specialized training on public awareness and communications.

Subsequent to the training, sixty additional candidates were recruited for the PACT. The project team coached this group separately on the process of designing, launching and implementing a Public Awareness Campaign.

## **SECTION 3**

### **PACT OBJECTIVES, CHALLENGES AND STRATEGIC PROGRAMS**

The Cairo PACT began setting and implementing its objectives in January 2003, when full team composition had been achieved. Numerous obstacles and challenges were faced. A number of strategies were selected.

#### **PUBLIC AWARENESS AND COMMUNICATION TEAM OBJECTIVES**

The PACT identified the following objectives for the public awareness program:

- Promote the objectives and benefits of the solid waste management and public cleansing project in Cairo.
  - Information and data from the different districts regarding location and contacts of all public places in the three zones was gathered by the three zone PACTs.
  - The PACT in three zones were coached on planning, organizing, conducting and managing public meetings.
  - PACT members simulated and role played public meetings, particularly receiving and responding to questions raised by the public.
  - Communicating with residents in informal settlements constituted an important, special feature of launching the new project.
  - The PACT gained expertise in responding to objections raised to the new proposed system and responding to opposition to the new project.
- Liaise with implementing partners: all official approvals required were obtained by the PACT. These required establishing contact with government agencies at the governorate and district levels, e.g., education directorates, health directorates, youth and sports directorates, neighborhood mosques and churches, etc. The PACT networked with officials in all zones and several districts within them. One-on-one meetings were held with the heads of each directorate at the governorate level, the district level and the local city council level. This was an intensive effort which mobilized the entire PACT.
- Introduce the mechanisms, rules and regulations of the new waste collection service to the public at large.
  - The PACT developed a variety of presentations describing the new solid waste management project; and conducted practice sessions to hone presentation skills. Each presentation was designed to address a different target audience, e.g., school teachers and principals, local elected officials, religious leaders, housewives, etc.

- They simulated role plays and other communication methods to cover ambiguous points in the new project.
- Increase public awareness about compliance with the new system among different target groups.
  - With the delay in launch of service, the PACT was encouraged to follow up and provide adequate and clear information at district and zonal level.
  - The PACT held scores of public awareness meetings for formal and informal leaders, with residents at large, with students in schools, with NGOs and their constituencies, and with youth to introduce compliance methods and the complaints handling systems.
- Maintain a high level of credibility for the project among constituencies.
  - The PACT in all zones monitored significant features of the new system such as the need for a new solid waste management program, why resort to a foreign company, the importance of having a contract monitoring unit, different types of services, etc.
- Create new leaders in schools, universities, NGOs, worship places, and the media who can deliver the message to the public at large.
  - The zone PACTs succeeded in creating supportive networks among a wide variety of stakeholders, such as teachers, NGO leaders, etc. Supporters expressed their willingness to finance the production of a public awareness video, conducting clean-up campaigns in their neighborhoods, etc.
  - Radio broadcasts featuring the new project were used by the zone PACTs (Cairo channel) to spread awareness about the new project. Photographs and captions on local meetings made their way to local papers.
- Minimize potential public opposition.
  - The PACT faced some public opposition. They learned how to deal with this. For instance, people expressed their lack of confidence in the new service. They urged residents to use the compliance and penalties system.
  - Fears were expressed about the plight of the municipal collection crews being laid off. The response about their being relocated to other public posts set fears at rest on that point.
- Develop a communications plan to be launched by the Governor. This included events (conferences and general meetings) in the premises of the Cairo governorate. The PACT was involved in the preparation and management of these events. Discussion revolved around introducing, describing and discussing mechanisms, rules and regulations of the new waste management service.



- The PACT drew communications plans for the various target groups and audiences.
- Participatory planning sessions were held with all three PACTs. Action plan formats were designed, consolidated and established. Electronic formats were determined as the standard operating format.
- The zone PACTs operated in neighborhoods/districts in pairs. They developed and implemented a weekly action planning tool for each team in every neighborhood/district. These were consolidated into one weekly action plan for the entire team in each given zone. The central PACT at headquarters received and monitored the consolidated weekly plan for all zones.
- A weekly report is submitted for each district, followed by one for each zone.
- The PACT met with local leaders, including priests, sheikhs, and education directorate leaders to engage them in reaching a wider audience in Cairo. While formal training was not delivered, coaching and motivating was used to create a wider network of communication agents.
- PACT members kept in close with local news media to maximize project coverage.
  - The PACT effected a wide distribution of promotional materials produced especially for the project, such as posters, brochures, info kits and flyers to audiences in schools, universities, worship places, NGOs, etc. In addition they distributed materials that the CCBA had printed such as calendars and workbook covers for schools.
- Regular communication among team members was maintained to ensure sustainability of the campaign. This occurred through weekly meetings, sharing of action plans, meetings with CCBA General Laban, and regular meetings with General Ra'fat, head of the Contract Monitoring Unit.

## **CHALLENGES FACED BY PACT**

The PACT faced a number of obstacles and challenges during the implementation of the public awareness and communications campaign.

- Potential public opposition to project mechanisms and rules.
- Strong opposition from the commercial sector and chambers of commerce as well as some home managers about linking garbage collection fees with the electricity bill.
- The opposition of the traditional garbage collectors “zabbaleen” to the new system.
- Some target groups demonstrated resistance to the new service: e.g., sugar cane shops, vendors, and specifically the chamber of commerce.

- Difficulty in gaining approval for, and access to, various segments of the population to conduct collective public awareness, e.g., the education directorate and its heavy burden of bureaucratic procedures.
- Developing time-lined action plans was a long drawn-out and difficult process. Its novelty, complexity, and scope constituted a common challenge to all three zone PACTs.
- The use of ineffective communication modalities, such holding meetings for very large groups, e.g., more than a hundred attendees.
- Difficulty in accessing Christian religious leaders, and a small number of school principals, environmental coordinators in the schools, and social workers.
- Insufficient information on the proposed service in view of the absence of the contractors' work plans, late start date, conflicting information about point of collection (door-to-door or building-to-building) for the various establishments, e.g., residences, public places, offices, schools, etc.
- The need to institutionalize and integrate a variety of actors through a number of communication channels: CCBA headquarters, PACT headquarters, PACTs in the zones, CCBA district offices, etc.
- Centralization in managing the Contract Monitoring Unit - all communication materials and aids are kept in the PACT Headquarters.
- Length of time needed for PACT members to gain the trust of the target communities.
- The need to have a common communication language among all parties and the three levels of the PACT.
- Community rejection of privatization by resorting to foreign companies, community misunderstanding of the system, and community lack of trust in the new system.
- PACT members now work under different supervisors (CCBA District Director and PACT Zone Director)
  - There are differences in management styles and methods adopted by each zone PACT head.
  - Communication channels are weak between the zone and headquarters PACTs.
- The lack of financing for administrative expenses such as stationery, transportation, etc.
- The absence of adequate office space for the zone PACTs along with a lack of resources such as a lack of photo-copier paper, letterhead, etc.

- Delayed start date of contractors led to skepticism regarding the credibility of the contractors and in the project.
- The media publishes information about the project that PACT members know nothing about.
- Resources which are developed with the PACT in the three zones and delivered to the PACT headquarters do not reach the zones in a timely manner, e.g. transparencies, etc.

## **STRATEGIES TO ACHIEVE PACT OBJECTIVES**

The SWTA assisted the PACT in achieving objectives by setting both short-term and long-term strategies, as follows:

- Orientation started by reviewing PACT tasks, job descriptions and their understanding of their role within the contract monitoring team.
- PACT members at the district level were assigned to gather information from the different districts in each zone and contact public officials in local city councils. They conducted this activity in pairs.
- The PACT members were oriented on the events that the Governor was to host.
- They attended, participated in, ushered, and recorded the events and compiled a list of questions and answers from the public to the Governor and *vice versa*. These were used in practice sessions prior to launching their campaign in the community at large.
- Communication work plans to reach target groups were developed.
  - Participatory planning sessions were held with the PACT and action plan formats were designed.
  - The PACT agreed on using this format in order to standardize formats and use one electronically.
  - The PACT adopted weekly action plans for each team (2 members per team) in each neighborhood, and consolidated weekly neighborhood plans to draw district plans.
  - Weekly reports for each district were the basis for drawing zone action plans. (Appendix D: Model Monthly Report)
- Two monthly meetings were scheduled for sheikhs in each zone.
- Action plans and meetings scheduled were tracked on maps for each respective zone.

- Media coverage was monitored to optimize project exposure and dissemination. A press file was compiled.
- Dissemination networks were expanded for the distribution of different promotional material such as posters, and flyers to people in schools and universities, worship places, NGOs, etc.
  - The PACT distributed hundreds of promotional materials (flyers, info kits, calendars, etc.) during the public awareness meetings.
  - In addition, CCBA's calendars and notebook covers were distributed by the PACT in the three zones.
- Team members were monitored by the PACT zone heads, to ensure sustainability of the campaign among zones.
- The PACT was coached on measures to ensure preparedness for meetings and advance planning for the professional and effective management of events.
- Regular meetings with sheikhs were sustained on a fortnightly basis in each zone.
- Youth centers were organized in an individual pattern as a limited number existed in each neighborhood
- Public Awareness meetings organized by the PACT were cancelled for municipalities based on a decision from PACT headquarters. A decision was made to have the CCBA head only address local city councils.
- Each zone was geographically mapped for its community groups and action plans were tracked on the maps.
- The PACT senior level managers were integrated into The Academy for Educational Development (AED) Environmental Awards Scheme.

## **PUBLIC AWARENESS AND COMMUNICATION COORDINATION**

The PACT has begun implementing its public awareness and communications program in Cairo. The following activities have been implemented by the SWTA to assist the PACT in coordinating its efforts in Cairo. Coordination was promoted by the following:

- Among individuals in each PACT.
- Among the three zone PACTs.
- Between the zone PACT heads and the PACT headquarters level.
- Between the zone PACTs and the Contract Monitoring Unit head.
- Between each zone PACT and its respective contractor.
- Between each stakeholder and their respective constituencies.
- Between PACT members and local community groups.
- Between PACT members and local community groups and the media.
- Between the PACT and other USAID programs.

- Between the PACT and Governor's Public Relations office.

Coordination activities were structured and organized as follows:

- Regular weekly meetings were held with the PACT to discuss how each stakeholder could contribute to the public awareness effort and to identify proposed roles and responsibilities of each stakeholder within each outreach program.
- Criteria that were established for the selection of NGOs, schools, youth clubs, hospitals, etc., for participation in the network were reviewed and modified. It became apparent that active stakeholders in the field sometimes had to be identified through lengthy trial and error methods, but that those that did join the campaign, contributed in a significant way to its success.
- Personal communication with participating NGOs, schools, youth groups, hospitals, etc., followed by meetings with larger groups of stakeholders, e.g., the board members of an NGO, the principals of a number of schools, the heads of youth and sports centers, prior to meetings with larger audiences. The project team supported the PACT in bringing other stakeholders on board, e.g., chambers of commerce and food chamber members.

The PACT gained stature and community respect in some neighborhoods where they had acted as liaison between stakeholders and community groups as well as contractors. Their feedback ensured follow-up and coordination and served as hands-on experience in forging ahead in new neighborhoods and districts.

The SWTA assisted the PACT in developing, implementing and distributing the following informational tools:

- Power point presentations – these were left in the PACT headquarters for distribution to the zones on demand. (Appendix C: Governor's Public Awareness and Communication Presentation)
- A flyer with concise, clear information on the new project. An info kit with more detailed information on the new system. The SWTA also developed the text and layout for a comprehensive information kit which includes details about each service provided under the new system. Text was finalized and approved by the CCBA. Two thousand copies of the kit were produced and distributed to the media as well as community-based leaders to help them in educating the public about the new system.
- Three fact sheets to be printed by AED will be distributed by the PACT.
- A flyer produced by the project team was distributed to audiences in attendance at the five governor's events. They were also distributed during events with the media as well as with the Youth and Sports Directorate.

Some tasks were assigned to the PACT leaders – such as production of communication materials, public awareness, and media relations. These were accomplished satisfactorily and a database of stakeholders is being compiled by each zone PACT.

Numerous meetings were held with each of the contractors to present the PACT's and project team's role in the privatization program and to review each contractor's proposed public awareness and communications plan. Two out of the three (Enser and AMA) shared their documents with the SWTA. FCC's plan is still forthcoming. The new head of the CCBA, General Laban, called all three contractors to numerous joint meetings to combine and coordinate efforts on that front.

Coordination with IP3 occurred prior to training. The project team assisted the CCBA in the recruitment, screening and selection of potential candidates to the Contract Monitoring Unit. Names of participants were jointly drawn by the CCBA and the project team. These were interviewed prior to hiring and evaluated subsequent to completion of training.

SWTA assisted the PACT in hosting several meeting:

- Meetings with Members of the Local Popular Council were held in the conference hall in the Governorate Premises. Attendees included the following:
  - Members of the Permanent Committee for the Local Popular Council.
  - The three Deputies for the western, eastern and southern zones.
  - The Governorate Secretary General.
  - The Deputy Secretary General.
  - Representatives of the contractors from Eastern, Western and Northern zones.
- A presentation was made by the previous CCBA head, Engineer Mahmoud Reda. Questions raised from the floor were answered by both H. E. the Governor and Eng. Mahmoud Reda. Implementation of the contract and contract monitoring procedures were the main concern for most participants.
- The Governor approved the request of the head of the youth committee to organize a special briefing session on the new system to the heads of the 70 youth centers as part of his mobilization plan.
- A meeting initiated by the Zamalek Neighborhood Services NGO to meet with the Governor on a planned construction of a garage near the Gezira club. The governor decided to dove-tail the presentation on the new project to this one. Around 200 Zamalek community representatives attended. This was the first of the NGO, city-wide meetings that the PACT has organized. The previous head of the Egyptian Environmental Affairs Agency, Eng. Salah Hafez, was there and many other leading citizens from the Zamalek community.
- The Zabbaleen NGO and their elected representatives raised the issue of how they would continue to keep their livelihoods while working with the contractors. The Governor encouraged them to talk directly to the contractors and announced that he was facilitating for them to become members of the new collection crews.

- A meeting of the heads of the Youth and Sports Directorates in the districts was held in the Governorate Local Council Hall at the governorate of Cairo. Over 80 representatives were present. Engineer Mahmoud Reda presented the project and answered questions raised by participants.

The project team developed a flyer for the Cairo governorate on the basic facts of the new system that has to be communicated to the public. Ten thousand (10,000) copies of the flyer were produced. CCBA has supplemented this with more copies to be distributed to all households of Cairo with the new electricity bill. The flyer has been distributed to the following groups:

- Governorate Executive Council.
- Local Representatives (municipalities, elected officials, etc.) from the zones.
- Youth and Sports Directorate Representatives.
- NGO Representatives.
- Various individuals – CCBA.

The SWTA reviewed a video produced by CCBA and provided feedback on content, approach and messages. It was reviewed for modifications and viewed on public television.

## **COORDINATION WITH AED**

The SWTA met regularly with the Academy for Educational Development team and collaboratively undertook a number of activities designed to maximize benefits from the experience and inputs of both teams.

- Project teams reviewed and brainstormed the communication strategy developed jointly. Project teams brainstormed messages and different slogans to be addressed to each target audience.
- The project agreed on the following, as priority tools, as prototypes during the meeting with the Governor:
  - Posters.
  - Bus/Metro/Street signs.
  - Labels for trash cans.
  - Fact sheets targeting religious leaders and teachers.
  - Prototypes and storyboards for public service announcements on television.
- AED worked on and developed some graphics and characters to be used in television spots and shared those with the project team.
- The team agreed on attaching a detailed time plan to the communication strategy. It included which messages, tools, and target audiences will be focused upon during which phase.

- The PACT zone heads and contract monitoring unit head have been included in AED's Awards Scheme. This involves strong coordination with schools and education directorates in selected neighborhoods in Cairo.



## **APPENDIX A**

### **MODEL MONTHLY ACTION PLAN FOR DISTRICT**

## MONTHLY ACTION PLAN FOR DISTRICT ..... April 2003

[illegible]

## **APPENDIX B**

### **CONSOLIDATED MONTHLY ACTION PLAN FOR ZONE**

CONSOLIDATED MONTHLY ACTION PLAN FOR ZONE .....

[illegible]

## **APPENDIX C**

### **GOVERNOR'S PRESENTATION**



محافظة القاهرة

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**Governorate of Cairo**






محافظة القاهرة




**SOLID WASTE MANAGEMENT  
AND CLEANING SERVICES  
PROJECT**

**October 2002**

**Cairo Cleansing & Beautification Authority**

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	<h2>Contents</h2>	 محافظة القاهرة
	<ul style="list-style-type: none"><li>• The Current Situation</li><li>• Why Cairo Needs a New SWM System</li><li>• Main Features of the New SWM System</li><li>• Implementation Schedule</li><li>• Implications</li></ul>	
		3

	<h2>The Current Situation</h2>	 محافظة القاهرة
	<ul style="list-style-type: none"><li>• Approximate estimates of daily waste generation rates in Cairo are as follows:<ul style="list-style-type: none"><li>- 8 thousand tons of household waste</li><li>- 2 thousand tons of demolition and construction waste</li></ul></li></ul>	
		4



## The Current Situation (cont.)



محافظة القاهرة

- The present collection system for residential units is undertaken by:
  - 50% Public Services of the CCBA
  - 25% Traditional garbage collectors and Private companies for upper income areas
  - 25% Estimated uncollected



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## The Current Situation (cont.)



محافظة القاهرة

- Streets and public facility cleaning service is undertaken by:
  - 15% Private Companies
  - 65% CCBA
  - 20% Estimated Uncollected



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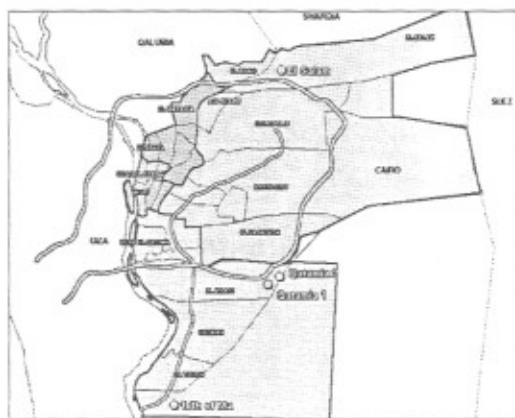


## The Current Situation (cont.)



محافظة القاهرة

- Disposal site locations and capacity



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## The Current Situation (cont.)



محافظة القاهرة

- Revenues do not cover cost of service
  - Only 50% of residential units subscribe to the service
  - 2% public cleansing fee does not provide for complete coverage of street cleaning, street lighting and maintenance of public parks

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## Why Cairo Needs A New System



محافظة القاهرة

- Environmental hazards - dumping and burning wastes.
- Public health hazards
- Continued pressure on CCBA due to population increase, rise in commercial establishments, etc.
- Limited technical capabilities for efficient collection.
- Inadequate disposal.

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## Features of The New System



محافظة القاهرة

- Waste Management and Cleaning Services:
  - Residential and commercial collection
  - Street and public structure cleaning.
  - Industrial waste collection services.
  - Medical waste collection and treatment
  - Processing and transfer.
  - Landfilling.
  - Public awareness and information services.



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## Features of The New System (cont.)



محافظة القاهرة

- Residential and Commercial Collection
  - Door-to-Door 85%
  - Building-to-building 5%
  - Waste pooling sites 10%  
(inaccessible roads and markets)
  - Frequency: 6 days per week
  - Construction and demolition waste by agreement with contractor within CCBA rules

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## Features of The New System (cont.)



محافظة القاهرة

- Roll out Carts



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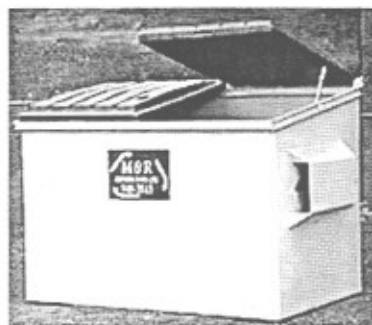


## Features of The New System (cont.)



محافظة القاهرة

- Waste Pooling Site Bins



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## Features of The New System (cont.)



محافظة القاهرة

- Street and Public Structure Cleaning
  - Mechanical sweeping of primary streets.
  - Manual sweeping of primary & secondary streets.
  - Cleaning of unpaved streets.
  - Litter collection and litter basket maintenance
  - Frequency: 7 days per week
  - Public structure washing (bus stops, traffic lights, fountains, etc.).
  - Supplemental manpower, emergency services.



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## Features of The New System (cont.)



محافظة القاهرة

- Industrial Waste Collection
  - Equipment and vehicles
  - Recycling industrial wastes
  - Public education for industrial waste generators



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## Features of The New System (cont.)




محافظة القاهرة

- Medical Waste Management
  - Collection and Transport
  - Treatment facilities and processing
  - Safe disposal




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## Features of The New System (cont.)

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محافظة القاهرة

• Processing and Transfer


Northern Zone	Southern Zone	Eastern Zone	Western Zone
Qattameya 2 Processing	Qattameya 1  15 <sup>th</sup> of May	El Salam Processing	Qattameya 1 Processing

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## Features of The New System (cont.)

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محافظة القاهرة

- Landfills in Cairo
  - El Wafaa wil Amal (new)
  - Qattameya 1 (new)
  - Qattameya 2 (new)
  - 15<sup>th</sup> of May (under preparation)

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## Features of The New System (cont.)



محافظة القاهرة

- Public Information Service

- Production of public awareness materials for direct customers.
- Production of materials for broadcast media.
- Interpersonal communication with customers and key stakeholders in each district.



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## Implementation Schedule (cont.)





محافظة القاهرة

Zone	District	Date	Company
Eastern	Madenet El Salam – Nozha - Heliopolis - Nasr City East - Nasr City West - Ain Shams - Matareya	Feb - March 2003	FCC

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 <h2>Implementation Schedule (cont.)</h2>  <p>محافظة القاهرة</p>			
Zone	District	Date	Company
Western	Al Waily - Central Cairo - Mansheyet Nasser - Abdiin - Bab El Shaareya - El Moski - Cairo West	Feb - March 2003	Urbaser

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 <h2>Implementation Schedule</h2>  <p>محافظة القاهرة</p>			
Zone	District	Date	Company
Northern	Al Zaytoun - Hadayek Al Koba - Al Sahel - Rod El Farag - Shoubra - Al Zawya Al Hamra - El Sharabeyya	March 2003	AMA

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 <h2>Implementation Schedule (cont.)</h2>  <p>محافظة القاهرة</p>			
Zone	District	Date	Company
Southern	Sayeda Zeinab - Al Khalifa - Mokattam - Masr Al kadeema - Dar el Salaam -Al Basateen Maadi - Tora Helwan — Al Tebeen - 15 <sup>th</sup> of May	Second half of 2003	

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 <h2>Implications</h2>  <p>محافظة القاهرة</p>	
<ul style="list-style-type: none"> <li>• Cost of Services For:               <ul style="list-style-type: none"> <li>- Residential Units</li> <li>- Commercial Units</li> <li>- Other Beneficiaries</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Review of Regulations and Decrees</li> <li>• Citizens' Involvement in Waste Management</li> </ul>	

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## Implications (cont.)

محافظه القاهرة




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**Cost of Services For Residential Units**

Segments	Electricity (KW)	Fees for Service (L.E.)	% of Population
Segment I	1 to 50	2	90% of citizens of Cairo fall under 4 L.E.
Segment II	51 to 200	3	
Segment III	201 to 350	4	


Fees increase with increased electricity consumption.

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## Implications (cont.)

محافظه القاهرة



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- Cost of Services For Other Beneficiaries such as:
  - Government offices 1% of electricity consumption
  - NGOs: no charges
  - Worship places: no charges
  - Industrial businesses: separate contracts
  - Medical establishments: separate contracts

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## Implications [Cont.]



محافظة القاهرة

- Commercial establishments depending on electricity consumption and type of activity
  - Commercial (A) - regular wastes: 5 to 30 L.E.
  - Commercial (B) - bulky wastes: 25 to 150 L.E.
  - Commercial (C) specific activities with set fees:  
Embassies / Gas Stations / Cinemas / Theatres
  - Tourist Establishments: By special contract

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## Implications (cont.)



محافظة القاهرة

- Citizens' Participation
- Distribution of roles
  - Role of local leaders to promote acceptance and desired practices
  - Role of GOC Executive Council
  - Role of Mass Media



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محافظة القاهرة

## **The New SWM System Needs Your Collaboration**



**Thank You**

**APPENDIX D**

**MODEL MONTHLY REPORT**

**PACT TEAM – NORTHERN ZONE**

**MINUTES OF MEETING**

**Date:** March 26, 2003

**Venue:** CCBA Branch in Zeitoun

**Present:** PACT team, PACT director for Northern zone, Public awareness specialist/media, headquarters

**AGENDA ITEMS:**

- Draw action plan for upcoming period.
- Review progress during the months of February and March 2003.
- Discuss obstacles and challenges experienced during implementation.
- Share experiences and exchange strategies.

**First: Action Plans**

- All official approvals were obtained that were needed for establishing contact with all governmental and non-governmental stakeholders (Ministry of Education, Ministry of Religious Endowments, Youth Centers, organizations, churches). Despite all these approvals there are still some minor difficulties in some schools.
- Meeting dates, times and locations were determined with all four stakeholders already mentioned by headquarters through formal communication channels, requiring official letters on CCBA letterhead. The importance of placing a call 48 hours before the event as a reminder was stressed. It was important to remind stakeholders of meeting date and time, undertaking advance preparations, confirmation of who target groups would be and ensuring the availability of an overhead projector.
- The Ministry of Education director for the Northern Zone did not approve of having a collective meeting for a number of schools in each district. She expressed a preference for scheduling a meeting with every education board in each district in the zone (7 meetings) to bring 100-150 people (principals, school managers, environmental coordinators, social workers) together for an initial meeting then following this up with a separate program for each school.
- Churches declined holding collective meetings for religious leaders and opted for separate meetings with the leaders of every church. These were identified as the board of director and the executive director of every church. Plans were made to include priests and volunteers at these meeting.

- In terms of the religious endowments, it was agreed to hold two monthly meetings -- one for the Muslim religious leaders in the Northern zone and another for the leaders in the Eastern zone.
- Youth centers in each district requested more than one meeting. Since they were limited in number, plans to meet with them separately in each neighborhood were made. The team agreed that it was important to verify the profile of participants in order to ascertain that the topic to be communicated was tailored to the audience in attendance.
- A decision was made to have the head of the contract monitoring unit be present at any and all meetings held for local councils. It was felt that public officials needed to be addressed by more senior members of the monitoring team from headquarters level.
- A decision was made to compile action plans for all community meetings and consolidate them into a monthly time-lined action starting April 2003. A format was agreed upon for the district plan and the zone plan. Zonal PACTs were to send their respective plans in electronic format to headquarter offices, as soon as they became equipped with computers and connectivity. All three zones would adhere to the same format. For now it is provided to headquarters in hardcopy and on disk.

## **Second: Progress Reports**

- The CCBA had drawn a plan for the PACT based on the request of the CCBA. It was necessary to adhere to it until it had been completed. That event occurred around the end of March 31, 2003. The PACT began implementing their own plan based on stakeholder consultations and meetings. They began implementing the plan on April 1st, 2003.
- Elements of events organizing that the PACT had received in prior training were implemented in action. This included booking venues, checking seating arrangements, planning for light refreshments, using visual aids to communicate ideas and messages. Coordination among PAC team members was observed to avoid double scheduling in the same neighborhood.
- In general the PAC team met with public approval. This motivated them as it heightened their awareness of the significance of their role in the new waste management system. For example:
  - A school meeting was broadcast on the radio.
  - The team was photographed and the pictures with caption appeared in a school magazine.
  - A number of youth centers and organizations asked for repeat meetings.
  - One organization has begun a separate file specifically for waste collection awareness. The contents of the file were begun with information gathered from the team.

- Team members were asked to sign guest books.

This positive response from these stakeholders has contributed significantly to the PACT's self-perception and motivation to continue to do a difficult and demanding job.

- The team has organized its work effectively during the reporting period. This was demonstrated through:
  - Weekly action plans for every team in every district
  - Consolidated weekly plan combining the weekly plans for all 6 districts
  - Weekly reports for each district and for the zone
  - A new map for the zone and each neighborhood was obtained
  - A new map for the zone public awareness team was drawn to identify the tasks of each team member. This is hung up in the office for all team members to be able to retrieve information about the zone team's activities..

Note: All action plans and reports are typed and available in Arabic.

### **Third: Obstacles and Challenges**

- Strong opposition was encountered from some commercial stores and the chamber of commerce about linking garbage collection fees with the electricity bill. They commented that this was unfair. They compared the waste generation rates of jewelry stores with fruit and vegetable vendors as compared with the electricity consumption of the two groups. Opposition was strongly voiced during a meeting between the zone communication director with some members of the chamber of commerce.

“This issue needs to be addressed and cleared by those in decision-making positions, especially since there are 32 unions that combine all these stores.”

- Team members work mostly in the afternoon and at night. However they have to sign in and out in the zone office during the office working hours. This is seen as a waste of time and places extra transportation expenses on the team members. This issue will be discussed with headquarters since it requires management intervention.
- Centralization posed a problem which manifested itself in numerous occasions, such as:
  - The decision at headquarters level to hold a meeting for the technical assistants in their Haddayek branch which is too small and could not support half the number of people attending. The team could not change the location of the meeting until after Headquarter's approval at the last minute.
  - Headquarter's decision regarding the distribution of printed materials in a specific time period was made with consulting the team and taking its needs into account.
  - The lack of financing for any administrative expenses such as pens, papers, transportation etc.
  - The tightness of space where the team meets along with its lack of resources such as chairs, cabinets, bulletin boards, etc.

#### Fourth: Experience Sharing and Exchange of Strategies

- Team members shared their experiences in presentation skills, events organizing, replying to queries raised by the public and meeting public opposition to the new system. They provided each other with helpful tips on how to handle these situations, e.g.,:
  - Meeting the event leader the day before the scheduled meeting as he was able to make suggestions on the best time for distribution of printed materials was important since and the best scheduling of meeting date and time.
  - The identification and recording of all stakeholders that have contributed any support to the project has taken place. The type of support was recorded as well
  - When the printed material is distributed at the beginning of the meeting it participants should be asked to read it for later discussion. This could solve the waiting problem. It is preferable to start a discussion, while waiting, around an issue that is linked to the meeting topic. The brochure could be used when the issue is brought up in cases it was needed to be distributed at the beginning of the meeting
- The team discussed certain experiences and their repercussions, such as:
  - Not calling to ahead of time to confirm meeting day and time.
  - Participants lack of patience in waiting for the presentation to be over before asking questions.
  - Waiting for those who leave to pray.
- They suggested the following strategies to deal with some other situations:
  - Team member doing the presentation should introduce himself/herself at the beginning of the presentation.
  - Presenter should ask participants to hold all questions until the end of the presentation.
  - Presenter should inform participants about the PACT's role in the project..
  - A summary conclusion is important to obtain closure.



## **APPENDIX E**

### **CRITERIA FOR SELECTION OF PACT**

The SWTA assisted the GOC with the development of a management structure that reflected the management and monitoring needs of the solid waste system to be implemented in the GOC. It was therefore important to establish criteria for the selection and recruitment of candidates to the monitoring team. These were:

- Age – preferably below 30.
- College degree – with a major in mass communication, social sciences, commerce, liberal arts, computer science or education
- Eager to learn new skills
- Computer literate
- Conversant in English
- Able to undertake field work
- Good verbal communication and writing skills
- From the neighborhoods that they will monitor to reduce commuting time, absenteeism, and be connected to their neighborhood local community organizations.
- Able to work in a team

The CCBA placed an advertisement in three leading newspapers while the SWTA assisted in screening applications and interviewing external applicants. Many were engineers while others were data processors, arts majors, social science majors, lawyers, etc. The SWTA attempted to establish an age ceiling as one of the selection criteria, but the CCBA was inclined to hire as many of its people in the contract monitoring unit as possible. The governor instructed the CCBA head not to hire more than 50% from the existing pool of CCBA staff. These were placed in management positions. However, a number of key senior positions were recruited by competition and advertised publicly.